

Lisa Carstarphen

From: Sheri Phillips
Sent: Wednesday, January 14, 2015 9:01 AM
To: 'arisecyberagent@gmail.com'
Subject: Barnes and Noble CSAT Feedback- 1/12/15 & 1/13/15

Arise | Independent Business Communication

Date: January 14, 2015

To: Certified Client Solutions, Llc
Attn: Patricia Rice
Re: Barnes and Noble OSAT Feedback
CC: Rice, Matt, CSPID 520829

Please see the feedback below that was received as a result of an OSAT feedback submission from one of the Barnes and Noble customers. **Please pay special attention to the "Overall satisfaction with this customer experience" question as well as "Do you consider your request resolved?" question.**

Please keep in mind that this is the feedback received directly from the customer as a result of the recent interaction. This feedback is the perception that our customer has of their experience. We encourage your CSP to review the feedback below. **Place close attention to the areas where you received a score of 1 through 7 and focus on improving the customer's perception, but also remember to celebrate the scores of 8, 9 or 10. Remember that the new stretch goal is to receive an average of 8.5 or better or =>85% since we multiply the average by 100.**

Please keep in mind that the OSAT feedback is not necessarily an indication that the proper procedure was not followed. It is unfortunate at times that even when following the procedures, the customer might not be satisfied. That is one of the risks we considered when sending the feedback out to the CSPs. When reviewing the feedback please keep that in mind especially if you followed the correct process.

Added into this communication is feedback right from the Arise staff. Please keep in mind a few things about this feedback. This feedback is based on the customer's perception and does NOT take Barnes & Noble processes/procedures into consideration. The feedback is given to help increase OSAT and does not necessarily mean that your CSP Resource did not have any strengths during the interaction.

CSP Name/CSP ID: Rice, Matt / 520829

Date of Interaction: 1/9/2015

Type of Contact: Telephone call

CSP CSAT ID: 71725515

Subject: Not assigned - Not assigned

GCX 53

Case/SR ID: 8010577221

Arise Feedback: The comment is not related to the CSP that handled the transaction.

Survey Question	Customer Response
Was courteous and professional	9
Communicated information clearly	7
Understood your issue or request [Phone Only]	8
Was genuinely interested in helping you [Phone Only]	8
Answered your question	1
Provided a solution that was easy to complete	1
Overall satisfaction with this customer service experience	2
How could we improve our customer service?	It appears that when an item comes from a 3rd party seller, you have no visibility to what they're doing. The one that was supposed to do my order never gave any information about shipping, even though they claimed that it shipped - never gave me any trac
Is there anything you would like to tell us about this experience with customer service?	-

Do you consider your request resolved?	Don't Know/Not Sure
Which of the following best describes the reason your request is not yet resolved?	I am still waiting for my credit or return to be processed

****IBO Principals - This CSAT survey was also emailed to your CSP as well

Thank you for your company's partnership.

* * * * *

Sheri Phillips

Performance Compliance Lead - Arise Virtual Solutions Inc.
 3450 Lakeside Drive, Miramar, FL, 33027, US
SPhillips@arise.com

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CSP Name/CSP ID: Rice, Matt / 520829

Date of Interaction: 1/7/2015

Type of Contact: Telephone call

CSP CSAT ID: 71706648

Subject: BN Products - Order Issue

G CX 54

Case/SR ID: 8010553632

Arise Feedback: Positive OSAT Survey! Thank you!

Survey Question	Customer Response
Was courteous and professional	9
Communicated information clearly	9
Understood your issue or request [Phone Only]	9
Was genuinely interested in helping you [Phone Only]	9
Answered your question	9
Provided a solution that was easy to complete	9
Overall satisfaction with this customer service experience	9
How could we improve our customer service?	.
Is there anything you would like to tell us about this experience with customer service?	.
Do you consider your request resolved?	No
Which of the following best describes the reason your request is not yet resolved?	I am still waiting for my credit or return to be processed

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Thank you for your company's partnership.

* * * * *

Sheri Phillips

Performance Compliance Lead - Arise Virtual Solutions Inc.
3450 Lakeside Drive, Miramar, FL, 33027, US
SPhillips@arise.com

Lisa Carstarphen

From: Sheri Phillips
Sent: Friday, December 26, 2014 11:33 AM
To: mattarroz@gmail.com
Subject: Barnes and Noble CSAT Feedback- 12/24/14 & 12/25/14

Arise | Independent Business Communication

Date: December 26, 2014

To: Certified Client Solutions, LLC
Attn: Patricia Rice
Re: Barnes and Noble OSAT Feedback
CC: Rice, Matt, CSPID 520829

Please see the feedback below that was received as a result of an OSAT feedback submission from one of the Barnes and Noble customers. **Please pay special attention to the "Overall satisfaction with this customer experience" question as well as "Do you consider your request resolved?" question.**

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CSP Name/CSP ID: Rice, Matt / 520829

Date of Interaction: 12/19/2014

Type of Contact: Telephone call

CSP CSAT ID: 71124535

Subject: B&N Membership - Account Status Inquiry

GCX 55

Case/SR ID: 8010359403

Arise Feedback: The comment is not related to the interaction with the CSP.

Survey Question	Customer Response
Was courteous and professional	5
Communicated information clearly	5
Understood your issue or request [Phone Only]	1
Was genuinely interested in helping you [Phone Only]	1
Answered your question	1
Provided a solution that was easy to complete	1
Overall satisfaction with this customer service experience	1
How could we improve our customer service?	by refunding the two years I was automatically charged for membership that I did NOT request automatic renewal
Is there anything you would like to tell us about this experience with customer service?	.
Do you consider your request resolved?	No
Which of the following best describes the reason your request is not yet resolved?	I am still waiting for my credit or return to be processed

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Date: December 26, 2014

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Attn: Patricia Rice
Re: Barnes and Noble OSAT Feedback
CC: Rice, Matt, CSPID 520829

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CSP Name/CSP ID: Rice, Matt / 520829

Date of Interaction: 12/19/2014

Type of Contact: Telephone call

CSP CSAT ID: 71113455

Subject: Not assigned - Not assigned

GCX 56

Case/SR ID: 8010359124

Arise Feedback: The comment is not related to the interaction with the CSP.

Survey Question	Customer Response
Was courteous and professional	8
Communicated information clearly	8
Understood your issue or request [Phone Only]	8
Was genuinely interested in helping you [Phone Only]	8
Answered your question	8
Provided a solution that was easy to complete	4
Overall satisfaction with this customer service experience	4
How could we improve our customer service?	Ordered something that was stuck in the mail facility. If I hadn't called (waited for shipment 17 days) I may not have heard from B and N. When I contacted B and N I was told my credit would show in 1 to 2 billing cycles. Never received order. Wouldn't

	order online again.
Is there anything you would like to tell us about this experience with customer service?	.
Do you consider your request resolved?	Don't Know/Not Sure
Which of the following best describes the reason your request is not yet resolved?	I am still waiting for my credit or return to be processed

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Sheri Phillips

Performance Compliance Lead - Arise Virtual Solutions Inc.

3450 Lakeside Drive, Miramar, FL, 33027, US

SPhillips@arise.com

GENERAL COUNSEL'S EXHIBITS
BEFORE THE
NATIONAL LABOR RELATIONS BOARD

In the Matter of:

Case No.: 12-CA-144223

ARISE VIRTUAL SOLUTIONS, INC.,

Respondent,

and

MATTHEW RICE, an Individual,

Charging Party.

Place: Miami, FL

Date: May 2-3, 2016

OFFICIAL REPORTERS

Free State Reporting, Inc.
1378 Cape St. Claire Road
Annapolis, MD 21409
(410) 974-0947

Lisa Carstarphen

From: Sheri Phillips
Sent: Monday, December 22, 2014 10:15 AM
To: arisecyberagent@gmail.com
Subject: Barnes and Noble CSAT Feedback- 12/19, 12/20 & 12/21/14



Date: December 22, 2014

To: Certified Client Solutions, LLC
Attn: Patricia Rice
Re: Barnes and Noble OSAT Feedback
CC: Rice, Matt, CSPID 520829

Please see the feedback below that was received as a result of an OSAT feedback submission from one of the Barnes and Noble customers. **Please pay special attention to the "Overall satisfaction with this customer experience" question as well as "Do you consider your request resolved?" question.**

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Added into this communication is feedback right from the Arise staff. Please keep in mind a few things about this feedback. This feedback is based on the customer's perception and does NOT take Barnes & Noble processes/procedures into consideration. The feedback is given to help increase OSAT and does not necessarily mean that your CSP Resource did not have any strengths during the interaction.

CSP Name/CSP ID: Rice, Matt / 520829

Date of Interaction: 12/18/2014

Type of Contact: Telephone call

CSP CSAT ID: 70967041

Subject: Not assigned - Not assigned

GCX 57

Case/SR ID: 8010345270

Arise Feedback: The comment is not related to the interaction with the CSP.

Survey Question	Customer Response
Was courteous and professional	1
Communicated information clearly	4
Understood your issue or request [Phone Only]	2
Was genuinely interested in helping you [Phone Only]	1
Answered your question	1
Provided a solution that was easy to complete	1
Overall satisfaction with this customer service experience	1
How could we improve our customer service?	By firing the female who answers the telephone at night. Could not understand her name real well, I got Bevy or Bejay, she was rude and I asked to speak to a supervisor she hung up on me 2 times, I tried live chat, after 20 minutes I finally stopped live c
Is there anything you would like to tell us about this experience with customer service?	.
Do you consider your request resolved?	Yes

Which of the following best describes the reason your request is not yet resolved?	
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****|BO Principals - This CSAT survey was also emailed to your CSP as well

Thank you for your company's partnership.

Sheri Phillips

Performance Compliance Lead - Arise Virtual Solutions Inc.

3450 Lakeside Drive, Miramar, FL, 33027, US

SPhillips@arise.com

Lisa Carstarphen

From: Sheri Phillips
Sent: Friday, December 19, 2014 9:58 AM
To: mattarroz@gmail.com
Subject: Barnes and Noble CSAT Feedback- 12/18/14



Date: December 19, 2014

To: Certified Client Solutions, LLC
Attn: Patricia Rice
Re: Barnes and Noble OSAT Feedback
CC: Rice, Matt, CSPID 520829

Please see the feedback below that was received as a result of an OSAT feedback submission from one of the Barnes and Noble customers. **Please pay special attention to the "Overall satisfaction with this customer experience" question as well as "Do you consider your request resolved?" question.**

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CSP Name/CSP ID: Rice, Matt / 520829

Date of Interaction: 12/17/2014

Type of Contact: Telephone call

CSP CSAT ID: 70910532

Subject: Not assigned - Not assigned

G CX 58

Case/SR ID: 8010330125

Arise Feedback: The comment is not related to the interaction with the CSP.

Survey Question	Customer Response
Was courteous and professional	10
Communicated information clearly	10
Understood your issue or request [Phone Only]	10
Was genuinely interested in helping you [Phone Only]	10
Answered your question	10
Provided a solution that was easy to complete	3
Overall satisfaction with this customer service experience	4
How could we improve our customer service?	Having 3Rd party seller with phone numbers email don't help ... I can't find my order which is a gift ... if I knew the loose time frame I would not have ordered..
Is there anything you would like to tell us about this experience with customer service?	.
Do you consider your request resolved?	No
Which of the following best describes the reason your request is not yet resolved?	I am still waiting to hear from a 3rd party vendor

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Thank you for your company's partnership.

Sheri Phillips

Performance Compliance Lead - Arise Virtual Solutions Inc.

3450 Lakeside Drive, Miramar, FL, 33027, US

SPhillips@arise.com

Lisa Carstarphen

From: Sheri Phillips
Sent: Thursday, December 18, 2014 8:52 AM
To: arisecyberagent@gmail.com



Date: December 18, 2014

To: Certified Client Solutions, LLC
Attn: Patricia Rice
Re: Barnes and Noble OSAT Feedback
CC: Rice, Matt, CSPID 520829

Please see the feedback below that was received as a result of an OSAT feedback submission from one of the Barnes and Noble customers. **Please pay special attention to the "Overall satisfaction with this customer experience" question as well as "Do you consider your request resolved?" question.**

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CSP Name/CSP ID: Rice, Matt / 520829

Date of Interaction: 12/16/2014

Type of Contact: Telephone call

CSP CSAT ID: 70873462

Subject: Not assigned - Not assigned

GCMX 59

Case/SR ID: 8010320290

Arise Feedback: Positive OSAT Survey! Thank you!

Survey Question	Customer Response
Was courteous and professional	7
Communicated information clearly	10
Understood your issue or request [Phone Only]	10
Was genuinely interested in helping you [Phone Only]	10
Answered your question	10
Provided a solution that was easy to complete	10
Overall satisfaction with this customer service experience	9
How could we improve our customer service?	.
Is there anything you would like to tell us about this experience with customer service?	.
Do you consider your request resolved?	Yes
Which of the following best describes the reason your request is not yet resolved?	.

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Thank you for your company's partnership.

* * * * *

Sheri Phillips

Performance Compliance Lead - Arise Virtual Solutions Inc.
3450 Lakeside Drive, Miramar, FL, 33027, US
SPhillips@arise.com

Lisa Carstarphen

From: Sheri Phillips
Sent: Thursday, December 11, 2014 10:35 AM
To: mattarroz@gmail.com
Subject: Barnes and Noble CSAT Feedback- 12/10/14



Date: December 11, 2014

To: Certified Client Solutions, Llc
Attn: Patricia Rice
Re: Barnes and Noble OSAT Feedback
CC: Rice, Matt, CSPID 520829

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CSP Name/CSP ID: Rice, Matt / 520829

Date of Interaction: 12/9/2014

Type of Contact: E-Mail

CSP CSAT ID: 70620049

Subject: Not assigned - Not assigned

G CX 60

Case/SR ID: 8010228471

Arise Feedback: Positive OSAT Survey! Thank you!

Survey Question	Customer Response
Was courteous and professional	10
Communicated information clearly	10
Understood your issue or request [Phone Only]	.
Was genuinely interested in helping you [Phone Only]	.
Answered your question	10
Provided a solution that was easy to complete	10
Overall satisfaction with this customer service experience	10
How could we improve our customer service?	.
Is there anything you would like to tell us about this experience with customer service?	.
Do you consider your request resolved?	Yes
Which of the following best describes the reason your request is not yet resolved?	.

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SPhillips@arise.com

Lisa Carstarphen

From: Sheri Phillips
Sent: Tuesday, December 09, 2014 10:01 AM
To: mattarroz@gmail.com
Subject: Barnes and Noble CSAT Feedback- 12/8/14



Date: December 9, 2014

To: Certified Client Solutions, LLC
Attn: Patricia Rice
Re: Barnes and Noble OSAT Feedback
CC: Rice, Matt, CSPID 520829

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CSP Name/CSP ID: Rice, Matt / 520829

Date of Interaction: 12/7/2014

Type of Contact: E-Mail

CSP CSAT ID: 70485666

Subject: Not assigned - Not assigned

GCX 61

Case/SR ID: 8010199838

Arise Feedback: Not enough information available to provide feedback. Additional feedback may be provided by the QA PF.

Survey Question	Customer Response
Was courteous and professional	7
Communicated information clearly	7
Understood your issue or request [Phone Only]	.
Was genuinely interested in helping you [Phone Only]	.
Answered your question	7
Provided a solution that was easy to complete	7
Overall satisfaction with this customer service experience	7
How could we improve our customer service?	.
Is there anything you would like to tell us about this experience with customer service?	.
Do you consider your request resolved?	Don't Know/Not Sure
Which of the following best describes the reason your request is not yet resolved?	I am still waiting to receive a shipment

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SPhillips@arise.com

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From: Sheri Phillips
Sent: Tuesday, December 09, 2014 10:01 AM
To: mattarroz@gmail.com
Subject: Barnes and Noble CSAT Feedback- 12/8/14

Arise | Independent Business Communication

Date: December 9, 2014

To: Certified Client Solutions, LLC
Attn: Patricia Rice
Re: Barnes and Noble OSAT Feedback
CC: Rice, Matt, CSPID 520829

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CSP Name/CSP ID: Rice, Matt / 520829

Date of Interaction: 12/6/2014

Type of Contact: E-Mail

CSP CSAT ID: 70495126

Subject: Not assigned - Not assigned

GCX

62

Case/SR ID: 8010191918

Arise Feedback: The comment is not related to the interaction with the CSP.

Survey Question	Customer Response
Was courteous and professional	4
Communicated information clearly	4
Understood your issue or request [Phone Only]	.
Was genuinely interested in helping you [Phone Only]	.
Answered your question	1
Provided a solution that was easy to complete	1
Overall satisfaction with this customer service experience	1
How could we improve our customer service?	You could extend a courtesy when there was an issue attempting to make a purchase to price match to when the issue happened.
Is there anything you would like to tell us about this experience with customer service?	.
Do you consider your request resolved?	No
Which of the following best describes the reason your request is not yet resolved?	Some other reason (Please describe)

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Thank you for your company's partnership.


Sheri Phillips

Performance Compliance Lead - Arise Virtual Solutions Inc.
3450 Lakeside Drive, Miramar, FL, 33027, US

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Module 4: Contractual Performance Requirements > Performance Metrics and Expectations

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Performance Expectations



Arise was founded on the principle that self-employed experienced professionals perform better than other customer service and sales representatives. Our success bears witness to the truth of that principle.

At Arise, performance is measured, analyzed and managed. This is the only way to ensure that our clients remain satisfied, if not impressed, by the performance of our Independent Businesses. Although there are numerous ways to measure performance, Arise has identified those that are the most critical to all stakeholders, Arise, the Independent Business, the Client Support Professional employee and the client. We call them the Key Performance Indicators or KPIs.

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Performance Expectations: Arise's Key Performance Indicators (KPIs)

The following are Arise's KPIs. Your performance as a CSP employed by an Independent Business will be measured against these metrics and they will, to a large degree, determine your success.

Arise's Internal Metrics

1) **Commitment Adherence (CA)**: The total posted service minutes divided by the total posted minutes plus released minutes. It is a combination of Schedule Adherence and Release Ratio.

In other words:

- **CA** = posted serviced minutes / (posted minutes + released minutes)
- **Schedule Adherence** = (number of serviced hours) / (number of posted hours)
- **Release Ratio** = (released hours) / (posted hours + released hours)
- **Commitment Adherence** = (Schedule Adherence) – (Release Ratio)



In order to get a better Commitment Adherence score, you'll need to improve both the Schedule Adherence and Release Ratio metrics.

Requirements:

TTPS

- Only post time periods you know you will be able to work.
- Print your schedule as a reminder.
- Log into VCMS one to two minutes prior to your shift to allow for any delays with VCMS.
- Log into your application five to 10 minutes prior to your shift in case you need to restart your computer.
- If an incident occurs, it is best to release time with as much advance notice as possible to allow other CSPs to post hours.
- Post additional hours to make up for any emergencies that occur. (This will reduce your overall Release Ratio causing the Commitment Adherence to improve.)

Performance Expectations: Arise KPIs Continued

2) AUX/After Call Work: Amount of time a CSP employed by an Independent Business selects a "not ready" state (stopping the calls from coming in).

Requirements:

- To meet the AUX call requirements you must have a five percent or less in your scorecard.

TIPS

- Once a call has ended, hang up your phone. Do not keep the phone off the hook. If you need a couple of seconds to wrap up the call, go on After Call Work (ACW). VCMS does not realize your phone is off the hook and will send in another call. If your line is still open, you won't hear it ring.
- If the calls are back to back, your phone may not ring. Watch your Dashboard and you may notice your phone jiggling at the top letting you know a call is coming in.
- Ensure your phone line has no call waiting.
- Ensure you have a single line phone.
- Do not use a cordless telephone.
- Contact Arise technical support or your service providers to isolate and resolve any technical issue regarding the phone.
- Make sure your ringer is on and that you have a dial tone.
- Make sure your phone is configured in VCMS. This should only be done once (unless you need to direct calls to another phone line).
- AUX is to be used for after call work purposes only.
- If an emergency occurs, please log out. DO NOT GO ON AUX.
- Please be sure to take scheduled breaks. Do not work eight hours straight without a half-hour scheduled break in between.
- Do not post hours back to back if you have more than one client. Leave a scheduled break between clients



You cannot use AUX if going on a break. If you need a break, then schedule yourself in **Starmatic®**

Performance Expectations: Arise KPIs Continued



3) **Priority Commitment (Hourly Commitment):** Amount of time an Independent Business needs their CSP employees to post per the SOW requirements (example: 10 hours, five Saturday/Sunday and five during the week).

Requirements:

- To meet the Priority Commitment requirements, you must have a 100 percent in your scorecard.

- Please arrange to be available to post the required hours each week. This way each Independent Business will be able to post the hours they want rather than what is left.
- Post the Priority Commitment first. If you have a weekend commitment, post the weekends first.
- If you were not able to post your minimum up front, continue to monitor Startmatic 2.0® for additional hours posted. You may access Startmatic 2.0® from any computer with Internet access and Internet Explorer 5.5 or above.

Performance Expectations: Arise KPIs Continued

4) RNA (Ring, No Answer): RNA occurs if a call is not answered by the second ring. Or if you don't disconnect as soon as the current caller hangs up, thereby generating a busy signal.

Requirements:

- To meet the RNA requirements you must have a four percent or less in your scorecard.

TIPS

- Once a call has ended, hang up your phone. Do not keep the phone off the hook. If you need a couple of seconds to wrap up the call, go on After Call Work (ACW). VCMS does not realize your phone is off the hook and will send in another call. If your line is still open, you won't hear it ring.
- If the calls are back to back, your phone may not ring. Watch your Dashboard and you may notice your phone jiggling at the top letting you know a call is coming in.
- Ensure your phone line has no call waiting.
- Ensure you have a single line phone.
- Do not use a cordless telephone.
- Contact Arise technical support or your service providers to isolate and resolve any phone technical issue.
- Make sure your ringer is on and that you have a dial tone.
- Make sure your phone is configured in VCMS. This should only be done once (unless you need to direct calls to another phone line).
- AUX is to be used for after call work purposes only.
- If an emergency occurs, please log out. DO NOT GO ON AUX.
- Please be sure to take scheduled breaks. Do not work eight hours straight without a half-hour scheduled break in between.
- Do not post hours back to back if you have more than one client. Leave a scheduled break between clients.



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Performance Expectations: Client-Specific KPIs

The following are client-specific KPIs (these metrics will vary by client). The performance of your Independent Business and the performance of your Client Support Professional employees will be measured against these metrics and they will, to a large degree, determine your success.

1. Sales/Conversion:

Sales Conversion is the number of sales made divided by the number of phone calls (or chats) received.

In other words:


- **Sales Conversion** = (Number of Sales) / (Number of Calls/Chats)

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Performance Expectations: Client-Specific KPIs Continued



2) Quality:

This is the method used to ensure that calls are taken with high quality. Quality is usually measured through call monitoring.

3) Talk Time:

The time your Client Support Professional employee spends with a caller during a transaction. This includes everything from "hello" to "goodbye."

4) CSAT: Customer Satisfaction

The measure for customer satisfaction typically comes from survey results. This survey asks customers to rate the experience(s) they had with the Client Support Professional while on a call or chat.

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Performance Expectations Managing Performance



The Arise business model offers an Independent Business a wide degree of latitude in selecting time slots to service. Once your Client Support Professional employee has selected a time slot, you, as a Client Support Professional employed by an Independent Business, are committed to servicing it. Not servicing clients according to your Independent Business Statement of Work and at levels specified by the KPIs can have a serious impact on your success.

Long waits and abandoned calls will

significantly degrade service. This in turn can cause clients to reduce the amount of calls sent to Client Support Professionals. In an extreme case, this could lead to the client deciding to discontinue using Arise as a provider.

Because of the severe consequences of Client Support Professionals not meeting KPIs, Arise has implemented a clear and concise performance management system. In addition to informing you of the KPIs, it entails comprehensive call monitoring, performance statistics reviews and feedback opportunities.

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Performance Expectations Managing Performance Continued

If your Client Support Professional employees are not meeting the KPIs, your Independent Businesses contractual relationship with Arise or specific client applications could be in jeopardy. If, at the end of the specified time, your Client Support Professional employee is still not in compliance, the Client Support Professional employed by your Independent Business, may have their certification revoked and your Independent Business's SOW may be terminated. **Overall, not meeting performance expectations can result in a loss of your contract.**



On the other hand, there are several benefits to you for meeting or exceeding KPIs. You can:

- Increase your income.
- Improve your tenure with clients.
- Have the opportunity to select preferred hours.

- Ensure more certification and new client opportunities.
- Contribute to Arise's overall success thus creating additional new client opportunities for yourself.

The Arise system is designed to help you be successful. We will support you and work with you to ensure that outcome. In the final analysis; however, you are responsible for your Client Support Professional employee's performance and success. That is the nature of being in business for yourself.

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Performance Expectations STRIVE

Because of the severe consequences of not meeting KPIs, Arise has implemented a clear and concise performance process called STRIVE.

S - Sustaining
T - Total
R - Results and
I - Increasing
V - VSC (Independent
Business)
E - Excellence

Step 1 - Every week your Independent Business will be sent a report with both the Arise and client-specific KPI targets. The report will also contain your Independent Business Client Support Professional employee(s) performance statistics for both the current week and the month-to-date ("MTD") metrics. On the report, target KPIs your Independent Business is achieving will be highlighted in green and the KPIs your Independent Business is not meeting will be highlighted in red. If your Independent Business is meeting the KPIs set out in your SOW, we congratulate and thank you for the delivery of outstanding results. If you are not meeting the KPIs of your SOW, Arise will inform you in writing that your Independent Business is in breach of your contractual obligation and give your Independent Business one (1) week to demonstrate measurable improvement.

Step 2 - The next week, all Independent Businesses will receive both updated MTD performance KPIs and statistics for the most recent week. If your Independent Business is achieving the SOW KPIs, we congratulate and thank you for the delivery of outstanding results. If your Independent Business is not meeting the SOW KPIs for a second week or is trending downward, Arise will send your Independent Business a final written Notice of Breach of Contract. When in final notice status, your Independent Business will have one week to show immediate improvement or compliance or Arise may, at its sole discretion, terminate your SOW and the Master Service Agreement.

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Performance Expectations STRIVE Continued

Step 3 - The following week, all Independent Businesses will receive both updated MTD performance KPIs and statistics for the most recent week. If you are achieving your SOW KPIs, we congratulate and thank you for the delivery of outstanding results. If your Independent Business is not meeting the SOW KPIs for a third week in a row or is trending downward, your Independent Business's SOW will be terminated.

CSP ID	CSP Name	Calls	Average Talk Time	RNA	RNA %	AUX Hrs	AUX %	Staff Hrs	Commit Adhere%
xxx	Smith, John	307	339	8	3%	3.47	6%	59.11	95%
xxx	Doe, John	17		0	0%	0.26	7%	3.73	91%
xxx	Hornle, Jackie	101		1	1%	0.67	3%	22.59	90%



The Arise STRIVE performance management system is designed to help your Independent Business be successful. At the end of the day, however, your Independent Business is ultimately responsible for the performance of the services by your CSP employees and successful completion of the contractual obligations to service service an Arise client.

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Selection of Service Shift

In the Independent Business's SOW, within Section 2, you will see the **Selection of Service Shift** (see sample section of a SOW below). In this area you will find the contractual requirement for the number of service shifts that the Independent Business may service. It will state the hours of accepted shift that the Client Support Professional, as the assigned Independent Business employee, needs to service to fulfill the Independent Business's requirements. The assigned Independent Business employee can service in excess of this quantity with no penalty. The hours of service vary depending on the client application. In addition you may also have specific weekend and/or day of week requirements.

SAMPLE SOW

2.0 Selection of Service Shifts

The Company shall post service shift opportunities electronically in half hour intervals on its proprietary scheduling system ("StarMatic®"). Such service shifts shall only be accepted by Independent Business in the name of the Client Support Professional ("CSP") that has been assigned by Independent Business to actually work any such service shifts ("Assigned Independent Business Employee"). Once Independent Business selects service shifts to service ("Accepted Shifts"), Independent Business agrees and acknowledges that it is obligated to service such Accepted Shifts. The Company, at its sole discretion, may agree to release Independent Business from its commitment to service any Accepted Shift for good cause shown by Independent Business. No such release shall be effective unless provided by Company to Independent Business in writing prior to the commencement of such Accepted Shift.

*Independent Business shall provide, per Assigned Independent Business Employee, at least **Fifteen (15) hours** of Accepted Shifts service per week during the term this SOW; unless, however, the Company is unable to provide Independent Business with the opportunity to be scheduled for at least **Fifteen (15) hours** of Accepted Shifts services during any such week -- in which case*

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*Independent Business shall schedule service for such lesser number of hours that are made available by the Company. **Five (5) hours** of service per week per Assigned Independent Business Employee, the service shift opportunities that Independent Business shall be eligible to select from will cover: **any posted service shifts on Sunday and/or Saturday** ("Initial Eligible Shifts"). The Initial Eligible Shifts must be selected prior to Independent Business selecting Accepted Shift service outside of the Initial Eligible Shift hours - in which case Independent Business shall be permitted to provide Accepted Shift service for any posted service shift opportunities ("All Other Eligible Shifts"). The Company reserves the right to remove, at its discretion; Accepted Shifts that become unnecessary due to a decrease in Client's call volume.*

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